



COMDTINST 5320.1

14 Oct 1997

COMMANDANT INSTRUCTION 5320.1

Subj: RESERVE PERSONNEL ALLOWANCE LIST (RPAL)

Ref: (a) Policy for Plans to Integrate Reserve and Active Forces, COMDTINST 5310.2
(b) Personnel Resources (Civilian and Military) and Civilian Employment Ceiling Manual, COMDTINST M5312.13
(c) Planning and Programming Manual, COMDTINST 16010.1B
(d) Reserve Policy Manual, COMDTINST M10001.28

1. PURPOSE. To establish the Reserve Personnel Allowance List (RPAL) and the rules and procedures related to changing the RPAL; to describe the current allocation of RPAL billets; and to define the roles of the stakeholders and process owners in managing and using the RPAL.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters' units, assistant commandants for directorates, chief counsel, and special staff offices at headquarters shall ensure compliance with the provisions of this directive.
3. DIRECTIVES AFFECTED.
 - a. The sections of the Personnel Resources (Civilian and Military) and Civilian Employment Ceiling Manual (COMDTINST M5312.13) that refer to the Wartime Personnel Allowance List (WPAL) and other aspects of Reserve requirements are canceled and will be changed to reflect this Instruction when reissued.

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NON-STANDARD DISTRIBUTION:

(this electronic copy updated to include Change-1 dated 02 Jun 98)

- b. Chapter 9 of the Contingency Preparedness Planning Manual Volume 1 (COMDTINST M3010.11B DRAFT) will be modified prior to republishing to reflect the content of this Instruction.
- c. The Manpower and Mobilization Support Plan (COMDTINST M3061.1) will be modified to reflect the content of this Instruction.

4. BACKGROUND.

- a. Team Coast Guard (reference (a)) ushered in a new era of managing the Reserve Component. Field commanders now have full use of and full responsibility for their active and reserve resources, including the responsibility to train active and reserve members as needed. Assigning reservists to active units has streamlined our Reserve and produced savings; this new view recognizes that in time of scarcity, *all of the Coast Guard's resources* must be used efficiently. Allocating reserve resources by developing a Reserve Personnel Allowance List (RPAL) has been tedious—akin to zero basing the Selected Reserve (SELRES)—and required adjustments to many of the Coast Guard's management systems and processes.
- b. Peacetime roles for the SELRES include surges in operations caused by natural or manmade disasters, seasonal and other cyclic needs, responding to chronically high operating tempos, and routine Coast Guard work that requires less than a full time resource. The RPAL, describing the billets where reservists will train and work, reflects these previously informal roles while continuing to provide strong support for our National Defense mission, with its separate but related Contingency Personnel Allowance List (CPAL). These sets of requirements are not competitive, but coordinated.
- c. As in every instance where people are applied to the Coast Guard's missions, operational commanders will determine the nature of the work to be done, and whether that work can be done most efficiently using full time active military or civilian personnel, part-time reserve personnel, or volunteer auxiliary personnel—or the best mix. Choosing the best workforce for a given type or amount of work is the meaning of the term **workforce optimization**, and resources are being established within each chain of command to assist unit commanders to determine the most efficient and effective mix of resources to accomplish the unit's missions.
- d. Mechanisms to reprogram existing resources (active military and civilian) exist in reference (b), and the methods by which new resources are requested and acquired through the budget process are governed by the Strategic Planning, Programming, Budgeting, Execution, and Evaluation System (SPPBEES) described in reference (c). References (b) and (c) will be further expanded to include instructions related to reprogramming across the components of the mix: active and reserve military, civilian, and auxiliary.
- e. In general, when program managers establish or change mission requirements, unit commanders estimate their needs and communicate those needs up the chain of command

until an offsetting resource is found. If no offset is found, the requirement enters the competition for resources in the budget process, where the initiating program advocates the resource requirement.

- f. Reserve resources are much like any other personnel resources, but differences in the laws pertaining to Reserve service, many designed to protect the reservist in his or her civilian job and prevent other unfair sacrifices, require that some differences remain in force management. For example, although available for recall and assignment to any task anywhere, a reservist cannot be required to travel beyond a set distance from his or her home to serve in an RPAL billet or to perform routine duty such as Inactive Duty for Training (IDT). Unless mobilized (reference (c)), a reservist is a relatively fixed asset; thus the process of generating and managing requirements (the RPAL) must account for geography and the less-than-full-time labor market in specific areas. At the same time, the strength of the Reserve Component has always been its flexibility, giving operational commanders access to trained and ready personnel to apply when needed. This creates a dynamic tension between the need to fix requirements geographically, and the desire to locate those resources flexibly where needed.

5. DISCUSSION.

a. RPAL Composition.

- (1) It is the responsibility of the Chief of Staff of the Coast Guard (G-CCS) to ensure that resources are allocated to support strategic and tactical emphasis on missions, locations, or functions. This deployment of strategy through resources also must be considered in positioning RPAL billets.
- (2) Reference (a) included tasking for district commanders to express their requirement for surge and periodic support using less-than-full-time military resources. The best practice would have been to do so without constraints, but the realities of the national budget development process necessitated pre-constraining that requirement. District commanders were asked to allocate their need based on a historically proportional share of a Reserve Force of 8,000. To facilitate future growth or reductions, requirements at 130, 110, 90, and 70 percent of the base number were determined. The result of this effort was a list of about 10,400 requirements prioritized in groups—the 70 percent level were the most critical to mission performance, and that criticality decreased up to a point where the question answered was “if you had more, where would you apply them?”
- (3) When developed, the RPAL reflected the priorities set by unit commanders within a feasible range of 5,600 to 10,400. In other words, the current chosen RPAL billet strength of 8,000 represents the highest priority 8,000 billets given the Coast Guard’s current array of missions and emphasis on those missions. When the Chief of Staff approved the RPAL of 8,000, he was imposing a strategic imperative—operational commanders are authorized to apply their Reserve resources to the missions reflected within the 8,000 billets in the RPAL, but are effectively precluded from applying

resources to the missions reflected by the 2,400 billets above the RPAL. Only with specific permission from G-CCS may operational commanders apply resources to the 2,400 at the expense of the requirements inside the 8,000, since this could reflect a shift in mission emphasis. Enclosure (3) describes the procedure.

- (4) Establishing requirements for reservists requires careful consideration of the ability of the personnel system to supply people. Active military members are simply ordered to places where work needs to be done, via a Permanent Change of Station transfer. A reservist cannot be forced (nor expected) to move his or her home and family to accept a part-time position in a new location. If a billet is created in a location where there are no reservists with the needed skills within a reasonable commuting distance, it cannot be filled unless someone can be recruited to fill the billet, or someone released from active duty (RELAD) who wants to affiliate with the SELRES happens to locate there. Thus, it is possible to create billets where they can never be filled. Similarly, an RPAL billet that is filled could become vacant (retirement, discharge, member moves, etc.) with no one available to fill it through advancement, transfer, or recruiting. The billet could be vacant for years with no prospects to ever fill it; a billet of this type should be reprogrammed and put to other uses. This is possible as described in enclosure (3) as long as the reprogramming is in the mission envelope defined by the RPAL.
- (5) In addition to reprogramming vacant billets, operational commanders need the flexibility to apply reserve resources in the manner which optimizes their mission performance. Moving an RPAL billet from one station to another may reduce the capability at the original station, but increase the capability at the new station to such a degree that the Group Commander can improve the performance of the Group as a whole. This logic applies to all levels of the operational chain of command, with increasing authority to affect change within the existing mission envelope as one moves up the hierarchy of command. This process and authority are described in detail in enclosure (3).

b. RPAL Relationship to Defense Requirements

- (1) An additional factor that influences the RPAL is the set of contingency requirements described in the CPAL. In the past, the CPAL (a document focused on support to only a national defense contingency) was the sole factor determining the size and shape of the Reserve; the resulting force was available to augment active commands who needed their skills. Each reservist was preassigned to a specific CPAL billet that came into existence only upon mobilization. The reservist could live and drill anywhere, as long as their training prepared them for their mobilization assignment. Today, there is a balance between wartime and peacetime requirements—in general, as long as the Coast Guard has enough people with the skills and experience needed to meet the aggregate requirements expressed in the CPAL, our commitment to DOD and the CINCs is fulfilled. Rather than assign reservists to a mobilization billet in advance, the Coast Guard will meet its commitment to the CINCs using the best mix

of resources available at the moment—active and reserve. The national defense mission is an organizational responsibility of the Coast Guard and is not the sole province of the Reserve Component.

- (2) There are some exceptions to this position. Certain resources, like the Port Security Units, are only needed under certain conditions. Unless the members of these units work and train together, they would be unable to fulfill their mission. In that case, although reservists are an efficient way to support such a surge requirement, these reservists must train frequently, and as a unit, to maintain their skills and develop the needed teamwork. Other units may require skills that are equally periodic, but very hard to develop unless someone is actually doing that job on a routine basis. The Harbor Defense Commands, the Joint Reserve Transportation Unit at USTRANSCOM, and even some boat crews who must have practical knowledge of local conditions or unique mission practices are good examples. In these cases, the CPAL billets are coded as “site specific” and mapped to the RPAL since a reservist must be assigned to drill there if the Coast Guard is to meet its commitment.
- (3) Other billets in the CPAL may require a unique skill, but that skill can be gained on any unit of the type where the billet is assigned (RD2 on a WHEC, for example). As long as there is a reservist drilling on a unit of that type, it is assumed that the reservist can be transported to the actual mobilizing unit when needed. These billets are coded as “class specific” in the CPAL and mapped to unit type. The remainder of the billets in the CPAL are designated as “skill specific” which means that as long as there is a person of the appropriate rating and grade doing a job within the general performance qualifications for the rating, they will be available when needed. Practically, this means that though a unit commander or district commander may find a greater return on investment by changing an RPAL billet from an RD2 to an MK2, the action would be denied if it would reduce the total (active and reserve) number of RD2s below the requirement in the CPAL.

c. Summary

- (1) The practices outlined above are complex, and require information that might not be readily available to individual commands. Each Integrated Support Command in LANTAREA has a Force Optimization and Training Branch that is staffed to provide assistance to unit commanders in estimating work, determining the best workforce mix (active, reserve, civilian, contract, auxiliary—by skill and experience level) to pursue their missions, and to prepare the justification for resources or for reprogramming those resources. In PACAREA, the MLC is similarly staffed. Procedures to make use of these resources are described in enclosure (3). Since the ISCs (LANT) and District Offices (PAC) are the assignment officers for reservists, covering a region instead of a specialty, their insight into staffing is invaluable. The general principles by which the Assignment Officers assign reservists to RPAL billets are described in enclosure (4).

- (2) The RPAL itself is an electronic database of requirements. As is the case with the Personnel Allowance List (PAL), each billet has a number of attributes that help describe the nature of the job to be done and the skills needed to do it. A brief description of key attributes is in enclosure (1). The initial approved allocation of RPAL billets, expressed as the number of billets at a unit for all units, is in enclosure (2). The familiar PAL system generates standard reports to unit commanders by listing the billets at their unit. Over time these reports will be modified to reflect all available resources: active, reserve, and civilian. In the interim, reports of staffing for RPAL billets at a unit or within a particular operational commander's area of responsibility are available from the ISCs. Enclosure (5) is a list of the standard reports available.

6. PROCEDURES. Refer to Enclosure (3) for specific procedures related to:

- a. Changing the attributes of RPAL billets
- b. Moving RPAL billets
- c. Reprogramming RPAL billets
- d. Requesting and obtaining new RPAL billets

//signature//
J. M. LOY
Chief of Staff

Encl: (1) Form and Structure of the RPAL
(2) Billet Allocation by Unit
(3) Procedures for Reprogramming Existing RPAL Billets and for Requesting New RPAL Billets
(4) Reserve Personnel Assignment Principles
(5) Standard Reports and Availability

FORM AND STRUCTURE OF THE RPAL

Billet Control Number (BCN and BCN_SEQ_NUM): A unique identifier for a specific billet. These are assigned sequentially by a computer program and the numbers contain no information other than to identify a billet as unique; the leading alpha character identifies the billet as “R” (RPAL) or “T” (temporary). Examples: R011854; T000109.

Rank Abbreviation (RANK_ABBRV): Alpha description of the rating, rank, or grade of a billet. For officer billets, CAPT, CDR, etc.; for warrant billets, PERS4, WEPS4, etc.; for enlisted billets, BMCS, MK2, YN3, SN, etc.

Specialty Code (SPECIALTY_CD): For enlisted and warrant billets, a standard three-digit code for the rating of the billet (e.g., BM=100, PS=741, BOSN=010); for officer billets, the same data as in the field OBC Occupation Code (parallel to the first two digits of an officer’s experience indicator—the officer’s primary occupational field (e.g., 42=port safety and environmental protection, 73=readiness). This field represents the classification of the skill needed to do the job required of the billet.

Pay Grade (PAY_GRADE): Two characters combining force (enlisted, warrant, officer) with grade level. (e.g., E5, E9, W4, O2, O5).

OPFAC: Five digits representing the Operating Facility of the Coast Guard designation for the unit at which the billet resides. This is usually taken to be a physical location (e.g., 70098=HQ, 33241=MSO Port Arthur), but can represent a command structure (an Investigator billet is a detachment of a Senior Investigator and the incumbent will work where he or she lives and, effectively, carry the OPFAC around).

Assignment Officer Code (AO_CD): For RPAL billets, a two digit code designating the assignment officer responsible for filling the billet. For LANTAREA units this is the ISC that is responsible for the geographic area within which the unit is located (e.g., 01=ISC Boston, 08=ISC New Orleans); for PACAREA units this is the ISC/District Office responsible for the geographic area within which the unit is located (e.g., 11=PACAREA/D11). For reserve assignments, the assignment officer is responsible for the billets and people in a certain geographic region—enlisted, warrant, and officer, for all specialties/ratings.

Accounting Target Unit (ATU): Two digit field representing the path of funding for the unit.

Incumbent SSN: Self explanatory.

Billet Title: A 60 character field to describe the name or primary duty of a billet (e.g., Planning Officer, OASD Liaison, Recruiter).

Security Clearance Code: Self explanatory.

Qualification Code (QUAL_CODE): Additional skill required in a billet. In general, an RPAL billet will only have two qualification codes: a primary code such as coxswain, boarding officer, explosive loading supervisor, marine inspector, etc.; and a weapons code (rifle, pistol, shotgun) if that skill is required. Any other qualifications desired by the unit (TQM facilitator, language qualification, etc.) will be trained locally.

Priority (PRIORITY, PRIORITY_SEQ_NUM): Four digits used to express the priority of importance of the billet. The first digit is a 1, 2, or 3 to indicate “must fill”, “should fill”, or “may fill” respectively. The last three digits are used to rank order billets within the large priority classifications. All billets

derived from Reserve Manpower Requirements that are included in the RPAL have a PRIORITY of 1, and a PRIORITY_SEQ_NUM of 800 or less.

Grade Range (GRADE_LEVEL_HIGHER, GRADE_LEVEL_LOWER): Fields designed to allow operational commanders to express an acceptable grade range for filling a billet. For example, some billets need a certain skill, and anyone in grades E-4 through E-6 of that rating could fill it, though an E-5 would be optimal. The billet would be coded as an E-5 billet, with a Grade Range of -1/+1. Some billets require a Chief Petty Officer and may be coded as E-7 with a Grade Range of +2, indicating the billet could be filled by an E-7, E-8, or E-9. About two-thirds of all RPAL billets have some Grade Range; for others a specific grade is a critical requirement. A benefit of this practice is that in the case of a reservist, who may live in a particular area for an entire career, the individual could be assigned to an E-4 billet with a grade range of +2 and might remain in that billet until advancing to E-7—this promotes stability and local experience which are valuable to unit commanders, but must be balanced against the career development needs of the incumbent and other reservists.

Training Class (TRAINING_CLASS): A five character field that classifies a billet as SITE specific, CLASS specific, SKILL specific, or NON specific. Billets that are SITE or CLASS specific have their origins in the CPAL as derived through the Contingency Preparedness Planning process. For example, a billet may be a legitimate need for wartime or other national defense contingencies, but the skills required can only be developed by doing the job in the actual billet, or require team skill-building. In this case, the only way the Coast Guard could guarantee meeting its defense commitment would be by having a person drill in that billet. The Port Security Units, Harbor Defense Commands, and unique jobs where skills could not possibly be developed elsewhere are examples. In other cases, the Coast Guard may have a mission requirement to send a WHEC somewhere under certain conditions, but the specific WHEC cannot be known in advance. If there were a contingent requirement, it would be considered met if the appropriate individual was assigned to any vessel of that class.

BILLET ALLOCATION BY UNIT

Requirements for manpower are dynamic, so any list of billets reflects only a moment in time. As of the date of this Instruction, the RPAL consisted of 8009 billets (9 billets are attached to the Selective Service System and are reimbursable) assigned to units as follows. This is provided in this Instruction only to announce the initial allocation of RPAL billets. This summary lists the number of officer, warrant, and enlisted billets assigned to particular units, with subtotals for each Assignment Officer area of responsibility.

NOTE: The contents of this section have been deleted from the "electronic" version of this document. This information is readily available in print form at any unit listed in the SDL block, or from your servicing Integrated Support Command (ISC). The RPAL changes on a frequent basis, your servicing ISC is the best source of up to date RPAL information.

PROCEDURES FOR REPROGRAMMING EXISTING RPAL BILLETS AND FOR REQUESTING NEW RPAL BILLETS

A. DISCUSSION.

1. To understand the logical foundation for management of the Reserve Personnel Allowance List (RPAL), it is necessary to understand the resource allocation environment in which the RPAL was developed and exists (refer to Figure 1). Faced with a new mission or changing mission requirement, program managers (PM) task the operational chain of command (CoC) with accomplishment of that mission. The task to unit commanders is “prosecute this mission to these standards.” The chain of command responds with an estimate of the resources that will be needed. Iteratively, the PM and chain of command agree on a set of standards and resources needed. If the chain of command cannot find resources within its base to reprogram to meet the new need, the PM will advocate new resources in the competitive budget process. If resources are won, the Chief of Staff allocates resources to the chain of command, and the PM formalizes the mission and the standards to which the mission will be performed. If the resources are fewer than originally requested, the mission performance standards are changed to reflect the actual resources allocated.
2. There are some key concepts here. First, it is through the allocation of resources and mission emphasis (standards) that the Commandant and Chief of Staff signal strategic intent. If resources are allocated, the mission is important—else, it is not AS important; that doesn’t mean it isn’t a valid mission, just that, for the time being, it is not as important as other missions. Second, the resources (billets, in the case of the HR system) are not given to PMs, but to UNITS. This is necessary since the unit is the true optimizer in our resource system. While one program levies mission requirements on a unit, other PMs are doing the same thing. Thus, most units are *multi-mission* units, meaning that resources (people) are *multi-use*—in support of many missions and programs. As a consequence, only the unit commander is in a position to know how resources might best be arranged to perform all the missions simultaneously in the current operating environment.
3. Resources in the HR system are allocated as the Personnel Allowance List (PAL) and the RPAL. In effect, a unit commander is given a voucher (unit PAL, RPAL) that is presented to the supply system (G-W in this case) for redemption. At that point there is an explicit contract between the unit and G-W to supply, until further notice, a person to meet the specifications of the billet. The chain of command holds the supplier accountable for keeping the billet filled, and the PM holds the chain of command accountable for getting the job done.

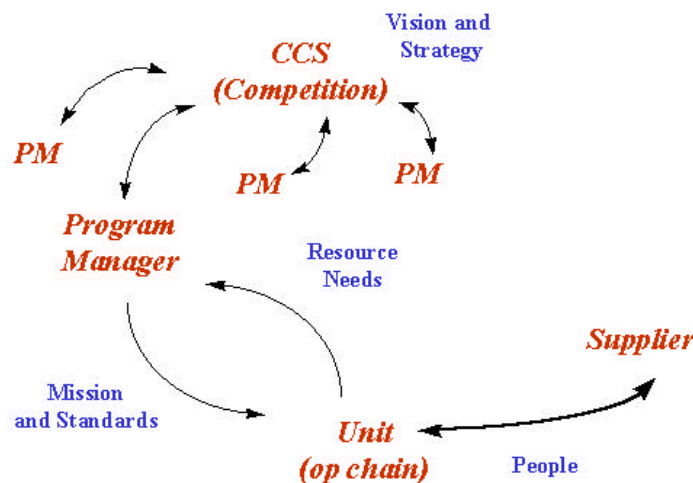


Figure 1

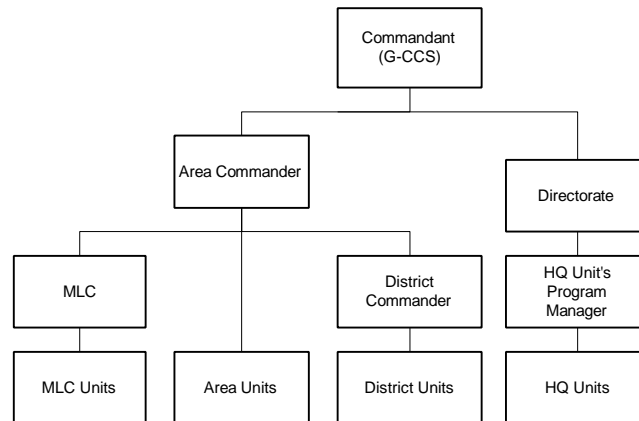
This would seem to imply that the only customer of the HR system is the chain of command; but in setting the mission performance standards, the PM is also setting *people performance standards*. Thus G-W must work very closely with PMs to determine appropriate selection criteria, standards for skills and knowledge resulting from training (or other performance enhancing interventions), advancement standards, etc. When programming billets, the chain of command must work closely with their servicing ISC/MLC (pf) to determine the probability of fill (availability of reservists) for particular geographic areas. But it is clearly the chain of command who receives the product of the HR system in fulfillment of the purchase order of the PAL/RPAL.

The PAL is relatively rigid. One reason is that when missions are given to the Coast Guard, it is through a political process that ties specific billets directly to mandated missions. That means the PM, as the mission manager, is in the role of driver for those resources that have been so identified. This relative rigidity makes the process of reprogramming PAL billets somewhat complicated at the best of times, and downright impossible at others. Fortunately, the RPAL is not so constructed. As built, as long as the chain of command is pursuing missions implied by the allocation of (currently) 8,000 RPAL billets, the chain of command has the flexibility to move, change, and otherwise optimally arrange those billets to get the job done. However, this must be within certain constraints that are necessary because of the nature of a military force generally and the nature of the reserve force specifically.

The remainder of this document describes the general principles by which the chain of command may modify the RPAL; the specific rules that must be followed; and the mechanisms by which changes will be effected and how that will influence assignment (supply). Methods to request changes or additional resources when these rules so dictate will also be described. The last eight pages of this enclosure reiterate this document in a Job Aid format. The Job Aid promulgates specific procedures for all levels of the chain of command to follow when changing the RPAL.

B. GENERAL PRINCIPLES.

1. Requests to add or change resources follow the chain of command. For purposes of this instruction, the chain of command of billet *ownership* can be described in the following diagram:



2. The chain of command may approve changes to RPAL billets within the organizational structure over which they exercise control in accordance with the constraints and under the conditions described in this Instruction.

3. When a unit is decommissioned the billets are generally retained in the chain of command of that unit. Decommissionings and unit relocations require coordination between G-CPA, the servicing ISC and program managers as described in the following section.

4. If budget reductions necessitate a reduction of authorized RPAL billets, the chain of command will identify the lowest priority billets for reduction *in response to the PMs guidance* about which mission or task is to be deemphasized. Programs can signal a decrease in resources needed by changing the mission performance standards for their mission areas. The program notifies the chain of command of the change in emphasis and the estimated reduction in billets. The chain of command, assisted by the MLC/ISC (Force Optimization and Training), shall refine these estimates of work and resource reductions. When an optimal reduction plan is determined, the chain of command shall provide a list of billets for elimination as directed.

5. Changes involving RPAL billets which represent a commitment to entities outside the Coast Guard must be approved by the cognizant program manager and G-CCS **prior to** making the change. For example, a Port Security Unit (PSU) falls under the OPCON of the area commander, but the PSU itself represents a commitment by the Coast Guard to the theater commanders-in-Chief, and any requests for changes involving those RPAL billets would be forwarded by the area commander to G-O, the program manager, and then to G-CCS for final disposition. Some units may be designated from time to time as requiring a degree of standardization that would preclude local variation in staffing (e.g., the Harbor Defense Commands). Changes to RPAL billets at units so identified must be considered in their national scope, and will be forwarded up the chain of command until a point is reached that has command over all of the units potentially affected. At that point, analysis of the applicability of changes to all the units can be accomplished. The list of units in this category will be published by G-W as necessary, and maintained by the MLCs.

6. Because of the nature of a military force, and the need to manage certain aspects of that force centrally (e.g., advancement and promotion), there must be limits related to magnitude of billet changes. The business rules below are designed to empower operational commanders to approve incremental changes to the RPAL. In cases where relatively large scale changes are required, careful planning and analysis are needed to protect the structural integrity of ratings and specialties, the equity of the advancement and promotion systems, the stability of assignment, and other large scale force management factors. In general, the rules below apply to changes that affect, **for a single action, the smaller of:**

- a. 10 percent of the billets in the AOR of the operational commander, or
- b. 25 billets for any particular action, or
- c. 10 percent of the total (nationwide) billets in any particular enlisted rating, warrant specialty, or commissioned officer grade

For example, CG Station Tybee has 21 RPAL billets. In a billet change action, the Station CO or OINC desires to change the grade of 2 BM2s to BM3, and 2 MK3s to MK2. This would be a change to 4 billets. Calculating from the above, the limit would be the smaller of 10 percent of 21 (2), 25 in total, or 10 percent of 1442 BM billets (144) or 10 percent of 1191 MK billets (119). Obviously, the smaller of these calculations is 2, so the CO or OINC could not make the change as stated. (However, after consultation with the ISC or MLC(PAC) it might be possible to make this change in 2 stages, or if the ISC determined that the change would benefit the structures of both ratings and result in better local assignments, the ISC would suggest that the CO/OINC submit a request to the group commander and then strongly endorse the change to the group commander).

A larger example, the Eleventh District Commander, with approximately 1100 billets at 67 units, could make changes to the smaller of 110, 25, or 10 percent of the total of the rating involved. This would likely be 25 billets. In no case can anyone other than Commandant (G-CCS or G-CPA as agents) change more than 25 billets in a single action.

7. Electronic mail shall be used to effect all RPAL changes of fewer than 25 billets. Format and content requirements are provided in a Job Aid format at the end of this enclosure. Commands have the option of electronic mail or paper correspondence for billet actions of more than twenty billets. Such

Enclosure (3) to COMDTINST 5320.1

correspondence shall be routed in the same manner, and have the same content of the electronic mail samples at the end of this enclosure.

C. BUSINESS RULES.

1. The chain of command may program RPAL billets in a variety of ways within their *organizational area of responsibility* (AOR). Any unit of the chain of command may:

- a. Move an existing billet within a unit, including between detachments or from detachments to the parent unit and the reverse, as long as the billet change does not require a reassignment of the incumbent reservist (in order to retain SELRES status) beyond a reasonable commuting distance (RCD, as described in reference (d)) from his/her home.
- b. Move an existing billet between units as long as the conditions within 1.a. above are met, or if the incumbents affected can be reassigned to other billets by their respective assignment officers within their RCD.
- c. Change the qualification codes, special training codes of an existing billet after consultation with the ISC/MLC Force Optimization and Training (pf) staff. Endorsement of the change by the ISC/MLC(pf) recognizes the possible effect of the change on the ability of the Reserve Component to fill the billet. If the ISC/MLC(pf) recommends against the change, the unit commander still may make the change, but the ISC/MLC(pf) will not be able to assure an assignment with the qualification codes, special training codes. Continued inability to fill the billet may result in the chain of command reprogramming the billet to fill a competing need.
- d. After consultation with the ISC/MLC(pf) as described in item (c) above, the chain of command may change the grade of an existing billet within the following constraints:

Current Pay Grade	May be changed to:
E4	E5
E5	E4 or E6
E6	E5
E7	E8
E8	E7
O1	O2
O2	O1 or O3
O3	O2 or O4
O4	O3

Grade changes not listed in the table above must be submitted via the chain of command to G-CCS for approval.

e. Desired billet changes that cannot be accomplished within rules (a) through (d) above may be submitted to the next senior in the chain of command for consideration. The next senior in the chain of command has a wider scope, and may be able to judge a new task as being of higher priority than other tasks in their area of responsibility, and may reprogram billets throughout their AOR accordingly.

2. In addition to the actions above, area commanders and district commanders and directors for HQ units may:

- a. Change the specialty of a billet. Specialties are defined as rating (enlisted), specialty (warrant officer) and Officer Billet Code (commissioned officer). The consultation of the ISC/MLC (pf) is required in this process. The ISC/MLC(pf) is empowered to judge the effect of

changes on costs, mission impact, force structure, and ability to deliver a reservist to meet the requirement. For example, if a district desires to add a BM2 billet to a small station, and has identified an MK2 billet at another station that is of lower priority, the ISC(pf) will determine if the change would result in any long term additional training, recruiting, or assignment costs; if any operating program would be adversely affected; if the structure of either of the ratings involved would be adversely affected; and if it will be practical to fill the new billet and reassign the reservist (if any) assigned to the old billet—all within the context of reasonable commuting distance and other assignment constraints. The same analysis may allow changes to grades beyond the constraints listed above. If all the above constraints and conditions are met, the ISC/MLC(pf) will advise the district commander to make the change. If the conditions are not met, the district commander may forward the request to the area commander.

b. Assess the effect of any adjustments to the RPAL and subsequent staffing on the ability of the Coast Guard to meet the requirements of the Contingency Preparedness Plan as expressed in the CPAL. This assessment may take place after the fact. When necessary to preserve contingency preparedness, the area commander may direct units to reverse previous reprogramming actions.

c. Forward requests for additional RPAL billets to G-CCS. These requests will usually be considered as requests for new resources and will enter the budget process, advocated by the appropriate program manager, unless a resource is available from within the other area or headquarters units. G-CCS will decide whether the request falls within the original mission envelope approved for the RPAL; if so, reprogramming will be pursued; if not, G-CCS will determine that the request represents a new or emphasized mission, and will decide how to approach the request accordingly. G-CCS will decide all requests where resources cross area boundaries, and when conflict for billets exists among operational commanders (district and area), HQ units, and HQ program managers. G-CCS may use the Director of Reserve and Training (G-WT) as an advisor on the impact of changes to the budgetary, structural, and personnel systems.

3. When a unit is decommissioned the billets are retained in the chain of command of that unit. G-CPA and the servicing ISC shall coordinate the unassigning (vacating) of any filled billets. When billets are vacated, G-CPA shall reprogram billets to one of the following chains of command as appropriate for the decommissioned unit: district (for district units), area (for area and MLC units) and the headquarters program manager (for headquarters units). These commands shall in turn reprogram the billet(s) as described in this Instruction with special consideration given to mission realignment that may be required by the decommissioning.

4. When a unit is relocated the billets are generally retained in the chain of command of that unit:

a. In cases of a unit relocation within the same chain of command and/or AOR the billets remain within the same chain of command, and when possible, they remain with the relocated unit. Billets may have to be reprogrammed when the unit moves to an area where billets will be harder to fill. The unit's chain of command (area, district, etc.) should consult with the servicing ISC to determine the impact of the move on billet fill rate. If needed, the chain of command should then reprogram the billet(s) as described in these rules in order to maximize their utilization.

b. In cases of a unit transfer to a new chain of command and/or AOR and the move is between districts but within the same area, the area commander shall coordinate billet reprogramming. If the move is between areas, or involves a headquarters unit, G-CCS shall coordinate billet reprogramming.

5. Newly commissioned units may acquire billets in two ways. The unit sponsor (typically a program manager) may:

Enclosure (3) to COMDTINST 5320.1

- a. Suggest a staffing level to the area or district receiving the unit. The area or district would then consider reprogramming existing billets within their AOR to the new unit.
- b. Request billets on a class wide basis: RPAL billets may be requested on a class wide basis from G-CCS using the SPPBEES process. To be successful, such a request must address issues that arise with centralized allocation of a locally managed resource. For example: how will the Staffing Standard address the geographic constraints of reserve assignment, and what process is established between active duty and reserve detailers that coordinates mixed component crewing?

D. RESPONSIBILITIES.

1. All levels of the chain of command shall:

- a. Periodically evaluate authorized billets (PAL and RPAL) to determine if mission and task requirements are accurately and adequately reflected in the billets authorized. If not, make or request adjustments. This will include adjustments involving full time (active) and part-time (reserve) military, civilian, auxiliary, and long-term contractor support. In general, the *people-delivery-system* considers the RPAL at a unit to be a *purchase order* for reservist support. If the purchase order does not reflect the need for part-time, surge, or other less-than-full-time resources, it is unlikely that assignment officers will meet the unit's needs.
- b. The MLC and ISC Force Optimization and Training (pf) staffs are positioned to assist commanders in optimizing their needs. When adjustments are necessary, commanders are encouraged to employ the consultative services of their servicing (pf) in work measurement, force balancing, and developing a rationale for change within the framework of the Planning, Programming, and Budgeting System.
- c. Commanders may *enact* changes to RPAL billets as described in the Business Rules. The RPAL change Job Aid at the end of this enclosure provides specific routing and content requirements for submitting *RPAL Change Notices (RCN)*
- d. Unit commanders should *request* changes to the RPAL from their next senior in command when the proposed change is beyond their authority as described in the Business Rules. The RPAL change Job Aid at the end of this enclosure provides specific routing and content requirements for submitting *RPAL Change Requests (RCR)*.
- e. Unit Commanders shall *act* within their authority as described in the Business Rules on RPAL Change Requests received from subordinate commands. The RPAL change Job Aid at the end of this document provides specific routing and content requirements for processing RPAL Change Requests.

2. In addition to the responsibilities outlined in paragraph 1, district commanders shall:

- a. Provide commands with a resource allocation rationale to consider when enacting or requesting RPAL changes. Such a rationale should provide commands with insight to the area commander's mission priorities and resource allocation philosophy. The rationale should be based within the framework of the Planning, Programming, and Budgeting System.
- b. District planners may be asked to perform analyses or comment on the effects of changes to the RPAL on contingency plans and the ability of the operational units within the district to provide the necessary personnel to meet Contingency Manpower Requirements as expressed in the CPAL. Primary responsibility for this judgment rests with the area commander and the MLC(pf), but district planning resources may be required to determine the effect of changes on current plans.

3. In addition to the responsibilities outlined in paragraph 1, area commanders shall:
 - a. Provide district commanders with a resource allocation rationale to consider when enacting or requesting RPAL changes. Such a rationale should provide districts with insight to the area commander's mission priorities and resource allocation philosophy. This philosophy may be based largely on area commanders response to changing mission priorities signaled from program managers in paragraph (6) below.
 - b. Area commanders will use their MLC(pf)s to analyze proposed changes to the RPAL for the effects of such changes on the ability of the operational units within the district to provide the necessary personnel to meet Contingency Manpower Requirements.
4. ISC/MLC Force Optimization and Training (pf) Staff shall respond to requests for analytic consultation from unit commanders, activity/group commanders, or district commander. Provide assistance or resources in work measurement and estimation, cost/benefit analysis, other analyses or business case development needed for successful entry into the PPBS. Apprise commanders of the probable effects of proposed adjustments to RPAL and provide alternative staffing concepts to help commanders meet their mission requirements.
5. MLC Force Optimization and Training Branches shall:
 - a. Provide the analyses listed for the ISC(pf) at the area level. If further workload or work estimation is required, direct the ISC(pf)s involved.
 - b. Compare the proposed or approved adjustments to the CPAL to determine the effect of the changes on the Coast Guard's ability to provide support for the Contingency Preparedness Plan. If a proposal would reduce the ability of the CG to provide contingency support, propose acceptable alternatives. If an already approved action reduces the ability to provide contingency support, make the necessary adjustments to the CPAL to offset the reduction. MLC(pf) will monitor the degree to which the RPAL and CPAL correlate in terms of skills (ratings, specialties), experience required (grade as a surrogate), and number. A standard RT Program measure of effectiveness, to be developed, will relate to the degree to which these requirements are mutually supportive (a ceiling on divergence); the MLC(pf) will recommend action to G-WT when the ceiling is approached or exceeded. G-WT will publish this MOE in annual business plans and other documents as required.
6. Director of Reserve and Training (G-WT) shall:
 - a. Acting for the Chief of Staff, G-WT shall provide the business rules and assist participants in the RPAL adjustment process in interpreting the rules as applied to the specifics of their case. These business rules will be published as required in appropriate documents, and include any changes to the rules above, any need to curtail certain types of changes resulting from a divergence from RPAL/CPAL alignment, rating supportability standards, or any other reason. G-WT will publish principles related to assignment (supply) issues, such as how long an RPAL billet is allowed to remain empty before the billet is eligible for reprogramming to other uses.
 - b. Monitor and evaluate the actions of the ISC (pf) and MLC(pf), providing programmatic direction and policy when appropriate. Monitor adherence to the business rules, initiating corrective action when needed.
 - c. Advise G-CCS as required on the impact of changes, both approved and requested, on the budget, personnel systems, and reservists.

Enclosure (3) to COMDTINST 5320.1

7. Chief, Office of Programs, (G-CPA) shall:

- a. Audit the results of the monitoring/evaluation process conducted by G-WT. Direct changes to the business rules as required to best reflect Coast Guard needs.
- b. Act on requests for resources in accordance with current practices for changes to the allocation of resources (internal reprogramming, budget requests, etc.).
- c. Maintain the RPAL database.
- d. Review RPAL changes for cross programmatic conformance.
- e. Evaluate requests from program managers for new RPAL resources to apply to new or increasing priority missions/tasks. Manage the programmatic competition for RPAL resources.
- f. Review Operating Facility Change Orders (OFCO) to assure billets are programmed in accordance with these principles and procedures.

8. Operating and Support Program Managers. Program Managers serve in several roles in regard to RPAL billet allocation. Responsibilities for these roles are set forth as follows:

- a. Set Mission Performance Standards. Program Managers shall specify increases or reductions in the mission performance criteria (standards), or the addition/elimination of a mission requirements. The chain of command shall request or allocate resources as required to meet these standards.
- b. Advocate for the chain of command. As standard setters, and subject matter experts, program managers are well suited to advise the chain of command in resource allocation issues. The authority and responsibility to allocate resources remains solely within the province of the chain of command, but program managers have an indirect, and potentially significant, impact on allocation decisions. program managers may offer reprogramming recommendations to the chain of command, and shall endorse reprogramming requests of the chain of command when appropriate.
- c. Chain of command: In some cases, program managers have billets for which they have direct control (e.g., headquarters units). In these cases, the program manager must fulfill the responsibilities outlined in paragraph (1) above.

The key to success in this effort is for the program managers to focus on the outcomes desired and to allow the chain of command to compute resource requirements.

U.S. Department
of Transportation

United States
Coast Guard



Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
Staff Symbol: G-WT-2
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RPAL Billet Change/Request Job Aid

PURPOSE. This job aid is designed to assist all levels in the chain of command to either: initiate an RPAL change, or process an RPAL request received from a subordinate command. By necessity, the RPAL Instruction is a complex document that covers a broad range of resource planning and allocation issues, from complex budget driven changes to total force size, to unit level tweaks to a particular billet. This job aid applies the RPAL instruction to the most common RPAL transactions. Users should refer to the instruction itself for policy regarding complex or unusual RPAL transactions.

GOVERNING DIRECTIVE. This job aid is originally published as an enclosure to the Reserve Personnel Allowance List instruction (COMDTINST 5320.1).

WHERE DO I START? Due to the wide variety of: chain of command structures, chain of support relationships and unit billet structures, this job aid couldn't be structured in a convenient *beginning-to-end* format for every situation. It is recommended you read each of the flowcharts and checklists in their entirety before beginning in earnest. Typically, the best place to start is the flow chart titled *Initiating a Change to the RPAL*. The job aid contains the following sections:

- Chain of Command -- Chain of Support flowchart
- Initiating a Change to the RPAL flowchart
- Acting on an RPAL Change Request flowchart
- Billet Change/Request worksheet
- RPAL Change Notice (RCN) checklist
- RPAL Change Request (RCR) checklist
- What Changes are Authorized flowchart

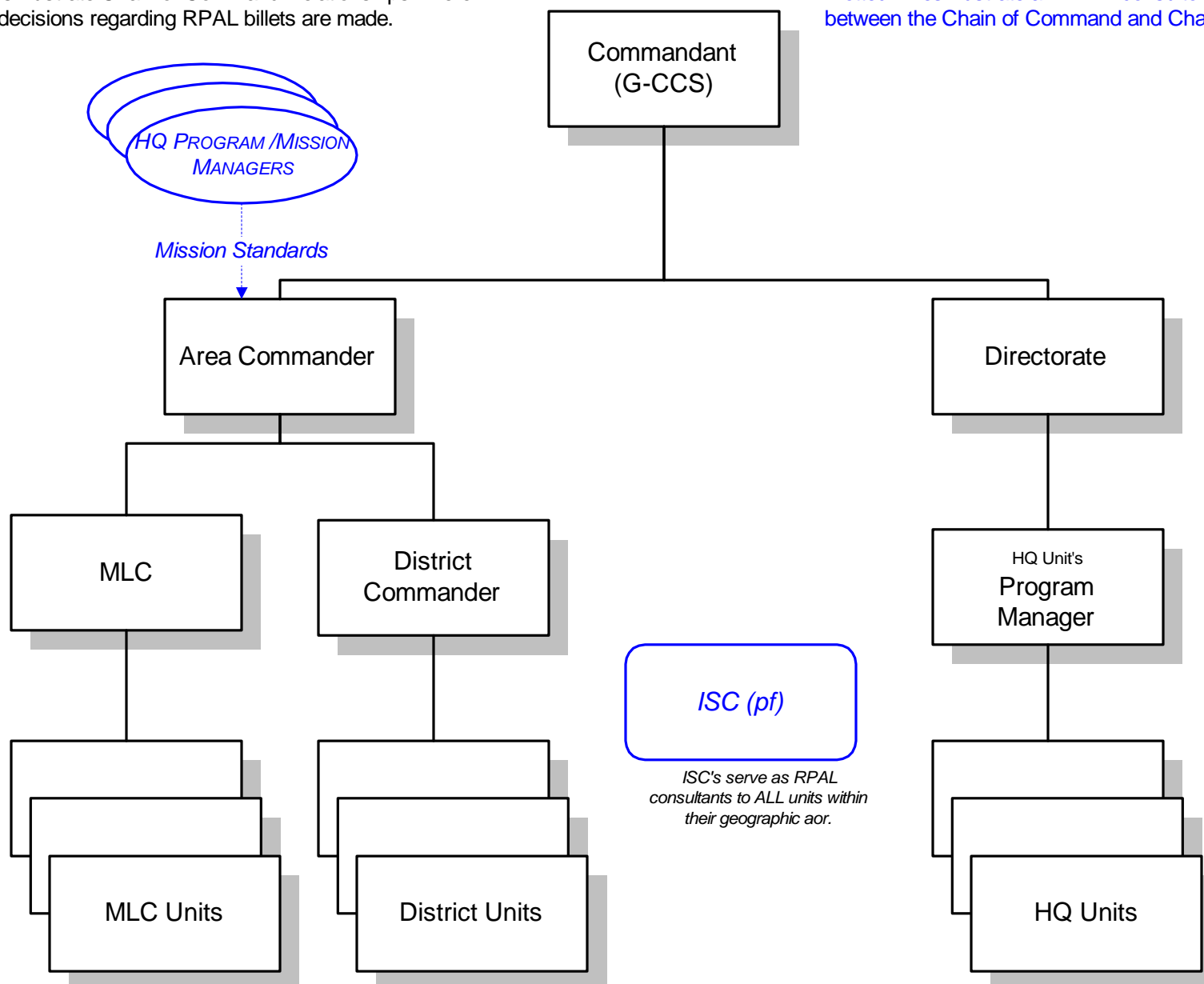
WHERE DO I GET HELP? In most cases, the instruction itself provides detailed explanations. Otherwise, your servicing *Workforce Optimization Branch* (ISC (pf)) is your first point of contact. PF's are the RPAL consultants to the chain of command.

	Consultant	Phone
01	ISC Boston	(617) 223-3465
02	ISC St Louis	(314) 539-3900 ext. 227
05	ISC Portsmouth	(757) 483-8645
07	ISC Miami	(305) 536-5601
08	ISC New Orleans	(504) 942-4073
09	ISC Cleveland	(216) 902-6385
11	ISC Alameda	(510) 437-2779
13	ISC Seattle	(206) 217-6322
14	ISC Honolulu	(808) 541-1507
17	ISC Ketchikan	(907) 463-2103

Chain of Command and RPAL Chain of Support Relationships

Solid Lines illustrate Chain of Command Relationships where decisions regarding RPAL billets are made.

Dotted Lines illustrate an RPAL consultory relationship between the Chain of Command and Chain of Support.



INITIATING a change to the RPAL

Depending on the situation, you are either *authorized to change* your RPAL (within limits), or you can *request changes* to the RPAL (when you are not authorized to make changes). The process starts with an RPAL Change Request (RCR) or RPAL Change Notice (RCN). This flow chart is an overview of the process and refers to other flowcharts and checklists.

Explanation (by symbol number)

1. Enter the flow chart with a broad idea of what specialty you need¹. For example, you need a BM3 for the boat house, or you need a LT with Marine Safety experience etc.

2. Study your unit's existing RPAL. The RPAL is dynamic, changing as mission requirements change; thus it isn't practical to provide CG wide RPAL printouts through the directives system. Your servicing (pf) can get the most up to date RPAL for your unit(s) from the database using RTASS (Reserve and Training Assignment Support System). *This is a good time to start your consultation with the ISC.*

3. Do you have any billet of this specialty regardless of pay grade? (at your unit, or any of your subordinate units)

4. Do you need an additional billet? Or can you change/move an existing billet? You may already have a billet that could suit your needs with changes you can enact. See the flowchart [What Changes are Authorized](#).

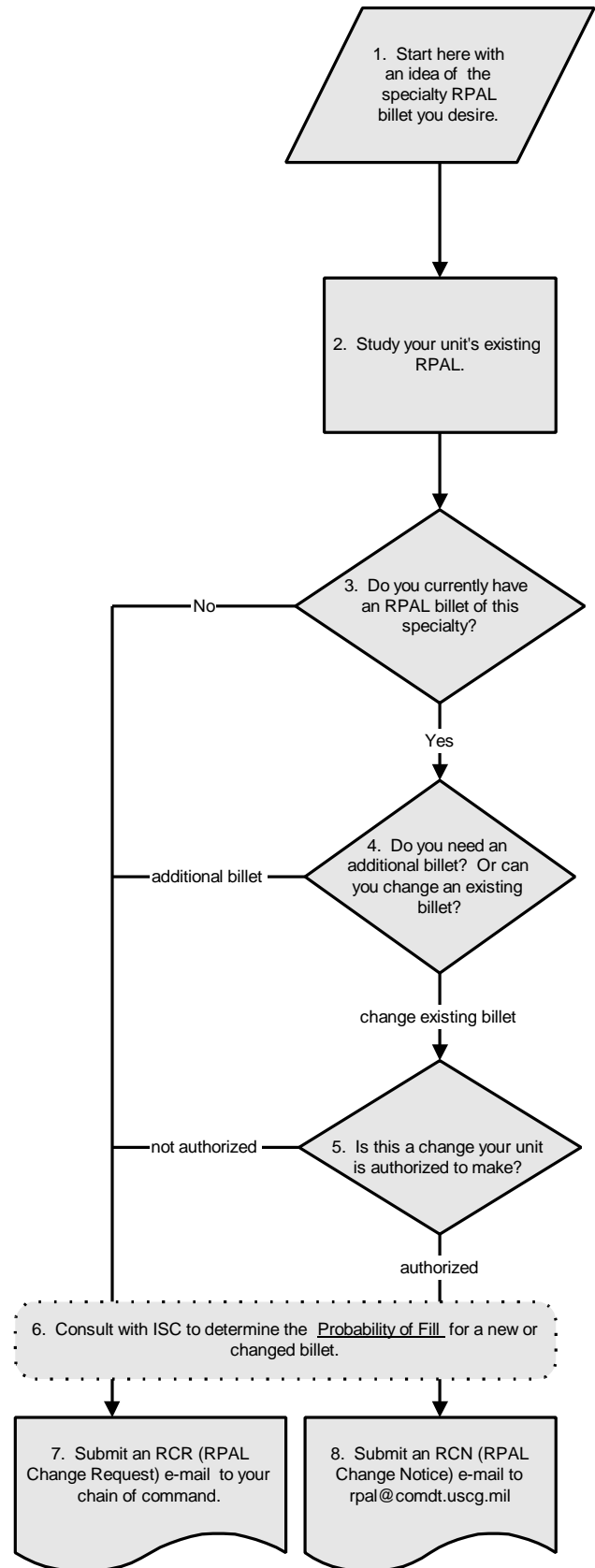
5. Is this a change your unit is authorized to make? See the flowchart [What Changes are Authorized](#).

6. *Recommended Step:* Consult with the ISC to determine the short term and long term *Probability of Fill* for a new or changed billet. It is a fruitless effort to change/create a billet that will be difficult to fill. For example: asking for a hard to find specialty in a rural area.

7. Submit an RCR. Use the [Billet Change Worksheet](#) and the [RCR Checklist](#) as guides.

Submit an RCR. Use the [Billet Change Worksheet](#) and the [RCN Checklist](#) as guides.

¹. Determining "what specialty you need" involves the practice of Workforce Optimization, which is beyond the scope of this job aid. Workforce Optimization is the practice of allocating human resources to meet mission performance objectives as efficiently as possible. Optimization involves analysis and selection of one, or a mix of: active duty, reserve, civilian, or auxiliary forces. Contracting and training solutions are also considered. Your servicing ISC or MLC Force Optimization and Training Branch (pf) can assist you in this process.

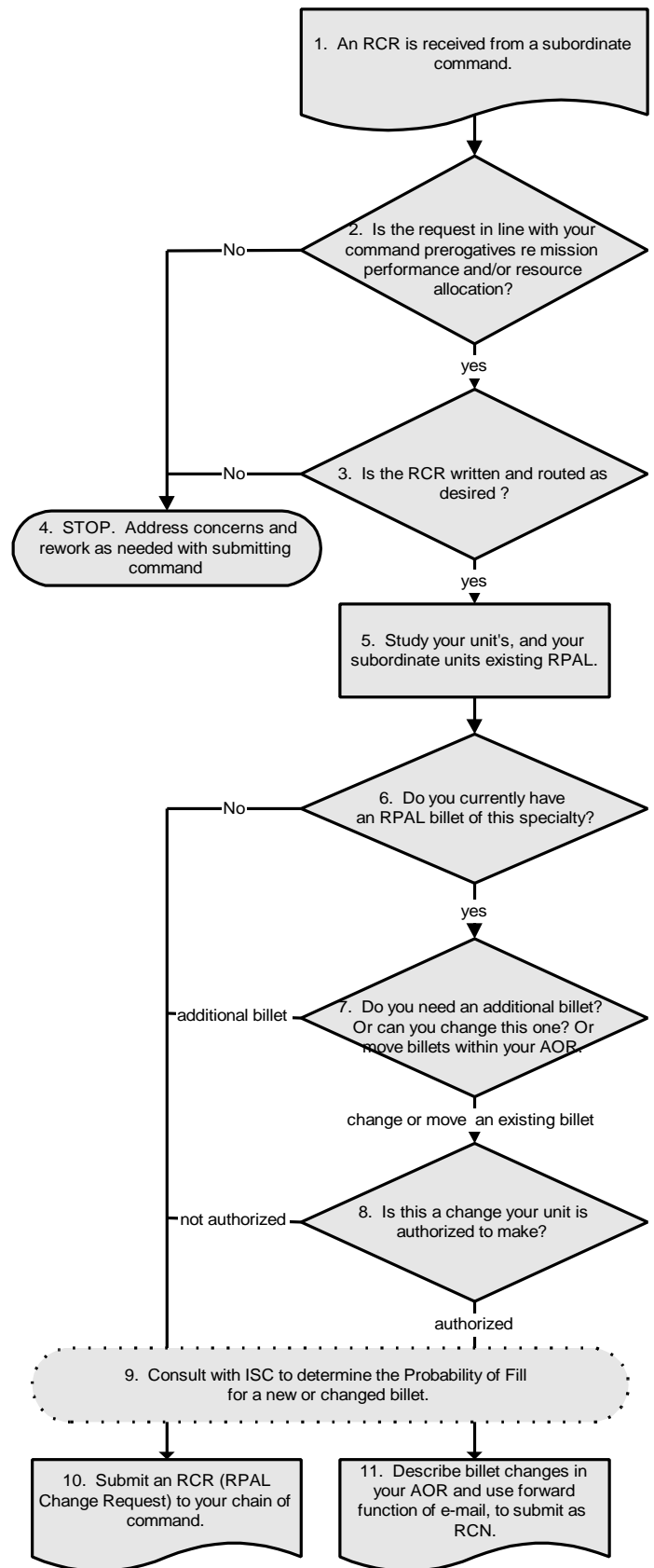


Acting on an RPAL Change Request (RCR)

If you have subordinate units you may occasionally receive an RPAL Change Request (RCR). Depending on the situation, you are authorized to change your RPAL (including the RPAL of any or all your subordinate units), or you can endorse and forward the RCR to your next in chain of command, or you can deny the request and return to the submitter. This flow chart guides you to the proper action.

Explanation (by symbol number)

1. Enter the flow chart with an RCR from a subordinate command.
2. Is the request in sync with your command strategy regarding mission performance and/or resource allocation?
3. Is the RCR written and routed as desired? Check the RCR against the [RCR Checklist](#). Are all the required elements of the desired RPAL additions or changes listed?
4. Stop. Rework as needed with the submitting command.
5. Study your unit's (and subordinate unit's) existing RPAL. Because the RPAL changes on a frequent basis, it isn't practical to provide CG wide RPAL copies through the directives system. Your servicing (pf) can get the most up to date RPAL for your unit(s) from the database using RTASS (Reserve and Training Assignment Support System).
6. Do you have any billet of this specialty regardless of pay grade?
7. Do you need an additional billet, or can you change any existing billets? You may already have a billet that could suit your needs with changes you can enact. See the flowchart [What Changes are Authorized](#). Remember to examine the RPAL of your subordinate units as well your own. For example, a Group Commander may choose to realign billets among several Boat Stations.
8. Is this a change your unit is authorized to make? See the flowchart [What Changes are Authorized](#).
9. *Recommended Step:* Consult with the ISC to determine the short term and long term *Probability of Fill* for a new or changed billet. It is a fruitless effort to change/create a billet that will be difficult to fill. For example: asking for a hard to find specialty in a rural area.
10. Submit an RCR. Use the [Billet Change Worksheet](#) and the [RCR Checklist](#) as guides.
11. Forward as an RCN. Use the [Billet Change Worksheet](#) and the [RCN Checklist](#) as guides.



Billet Change/Request Worksheet

This worksheet is provided as a reference or quality control device. It is not a required document in the RCN/RCR process.

First section is a sample:

ITEM	FROM	TO
Assignment Officer	02	no change
ATU	02	no change
OPFAC	12345	23456
Unit Name	STA EASTERN SHORE	STA WESTERN SHORE
BCN	B123456	BCN cannot change
Pay Grade	E4	E5
Specialty	QM	QM
Rank Abbreviation	QM3	QM2
Billet Title	none	no change
Resolution of Incumbency	billet is currently vacant, there are no incumbency issues	
ITEM	FROM	TO
Assignment Officer		
ATU		
OPFAC		
Unit Name		
BCN		BCN cannot change
Pay Grade		
Specialty		
Rank Abbreviation		
Billet Title		
Resolution of Incumbency		
ITEM	FROM	TO
Assignment Officer		
ATU		
OPFAC		
Unit Name		
BCN		BCN cannot change
Pay Grade		
Specialty		
Rank Abbreviation		
Billet Title		
Resolution of Incumbency		

1. Assignment Officer. The assignment officer is generally the ISC serving the unit where the billet is physically located. Valid AO codes in RPAL are: 01, 02, 05, 07, 08, 09, 11, 13, 14, 17.
2. ATU/OPFAC. Represent the location of *where the work is performed*. In most cases the work is performed at the location of the unit. However, there are instances where work is performed in a location separate from the unit i.e. Liaison Officers, Detachments etc. These are assigned *SUB UNIT* opfacs which are not printed in the Standard Distribution List. The parent command will know if the use of a sub-unit opfac is appropriate.
3. UNIT NAME. Self explanatory.
4. BCN. Must be included, if changing a billet. Not applicable if requesting a billet.
5. Pay Grade. E1, E2 E9 or O1 to O8.
6. Specialty. Identify the specialty i.e. BM, QM, RD, BOSN, PERS, PSS, or enter an *optional* 2 digit OBC code for Commissioned Officers.
7. Rank Abbreviation. This is combination of rate and grade. It is used here as cross check of number 5 and 6 above.
8. Billet Title. This is a description of the billet duties. This should not be used to describe a different location of work (see no. 2 above). The billet title should not be used to describe work that is inappropriate for the rating or grade assigned.
9. Incumbency. If applicable, address how incumbency issues are resolved for the subject billet and member. Reference: Enclosure (3) of RPAL INST, para. 3.C.1. (a) and (b).

RPAL CHANGE NOTICE (RCN) CHECKLIST

This checklist is provided as a reference or quality control device. It is not a required document in the RCN/RCR process.

	✓	Item
1.		Addressed TO : rpal@comdt.uscg.mil ?
2.		Addressed TO : any units gaining/losing billets?
3.		Addressed CC : to your next senior in chain of command?
4.		Is it addressed CC : your servicing (pf)?
5.		If in response to an RCR from a subordinate command, is the text of the preceding e-mail(s) included? (for proper reference/documentation)
6.		Is the SSIC 5320 in the subject line? (unit name is desired as well)
7.		Is the date in the e-mail body? (do not rely on the e-mail system date)
8.		Are recipients listed in the e-mail body in the same manner as a Coast Guard letter? (<i>since e-mail accounts use individual, not command addresses, this will clarify identity of addressees</i>)
9.		If the signer is <u>not</u> the CO/OIC, is "By Direction" noted . If By Direction, is delegation of by direction authority recorded in local files?
10.		Has hard copy of e-mail been filed as appropriate?
11.		Does the text describe all desired billet attributes in the format of the <i>Billet Change Worksheet</i> ?
12.		Are you authorized to make these changes?
13.		Does the text make clear that the billet change(s) are related to "work"? How do these changes address a mission shortfall?
14.		Does the text make clear that the unit's (or chain of command's) current RPAL alignment was examined?
15.		Does the text make clear that resource options <i>other</i> than RPAL billets were considered to fill performance shortfalls?
16.		RCN/RCR's should <i>never</i> link changes to an <i>individual reservist's</i> assignment or promotion situation. Is the text absent of references to individuals?
17.		If subject billets are currently filled: Does the text describe the reassignment of the incumbents to other appropriate billets?
18.		Does the text note consultation with the servicing ISC/MLC (pf). Has the (pf) stated the short term and long term probability of filling the requested billet?

Comments regarding number 12 and 15:

It should be emphasized that: Coast Guard resources must be applied in the most efficient manner to the mission at hand.

ALL billet changes **must** be done **only** in response to **mission needs**. The impact of a billet change on the mission must be clearly articulated in any billet action. RPAL billets may **never** be changed to accommodate the personal or professional situation of any individual or group of reservists. For example, a billet cannot be increased one grade in an effort to facilitate the promotion of a particular reservist; or a billet cannot be moved to improve an individual's commute. Any RCN received in violation of the above principle will be returned by G-CCS for reversal.

RPAL CHANGE REQUEST (RCR) CHECKLIST

This checklist is provided as a reference or quality control device. It is not a required document in the RCN/RCR process.

	✓	Item
1.		Addressed TO the next senior unit in your chain of command?
2.		Is the SSIC 5320 in the subject line? (unit name is desired as well)
2.		If forwarding an RCR from a subordinate command, is the text of the preceding e-mail(s) included? (for proper reference/documentation)
3.		Is the date in the e-mail body? (do not rely on the e-mail system date)
4.		Are recipients listed in the e-mail body in the same manner as a Coast Guard letter? <i>(since e-mail accounts use individual, not command addresses, this will clarify identity of addressees)</i>
5.		If the signer is <u>not</u> the CO/OIC, is "By Direction" noted . If By Direction, is delegation of by direction authority recorded in local files?
6.		Has hard copy of e-mail been filed as appropriate?
7.		Does the text describe all desired billet attributes in the format of the <i>Billet Change Worksheet</i> ?
8.		Does the text make clear that the billet request is related to "work" . Can a particular mission performance shortfall be noted?
9.		Does the text make clear how the requested rate/grade will address the performance shortfall .
10.		Does the text make clear that resource options <i>other</i> than RPAL billets were considered to fill performance shortfalls?
11.		RCN/RCR's should <i>never</i> link changes to an <i>individual reservist's</i> assignment or promotion situation. Is the text absent of references to individuals?
12.		Does the text note consultation with the servicing ISC/MLC (pf). Has the (pf) stated the short term and long term probability of filling the requested billet?

Comments regarding number 8 and 11

It should be emphasized that: Coast Guard resources must be applied in the most efficient manner to the mission at hand.

ALL billet changes **must** be done **only** in response to **mission needs**. The impact of a billet change on the mission must be clearly articulated in any billet action. RPAL billets may **never** be changed to accommodate the personal or professional situation of any individual or group of reservists. For example, a billet cannot be increased one grade in an effort to facilitate the promotion of a particular reservist; or a billet cannot be moved to improve an individual's commute.

Any RCR received in violation of the above should be denied by the chain of command.

WHAT CHANGES ARE AUTHORIZED ?

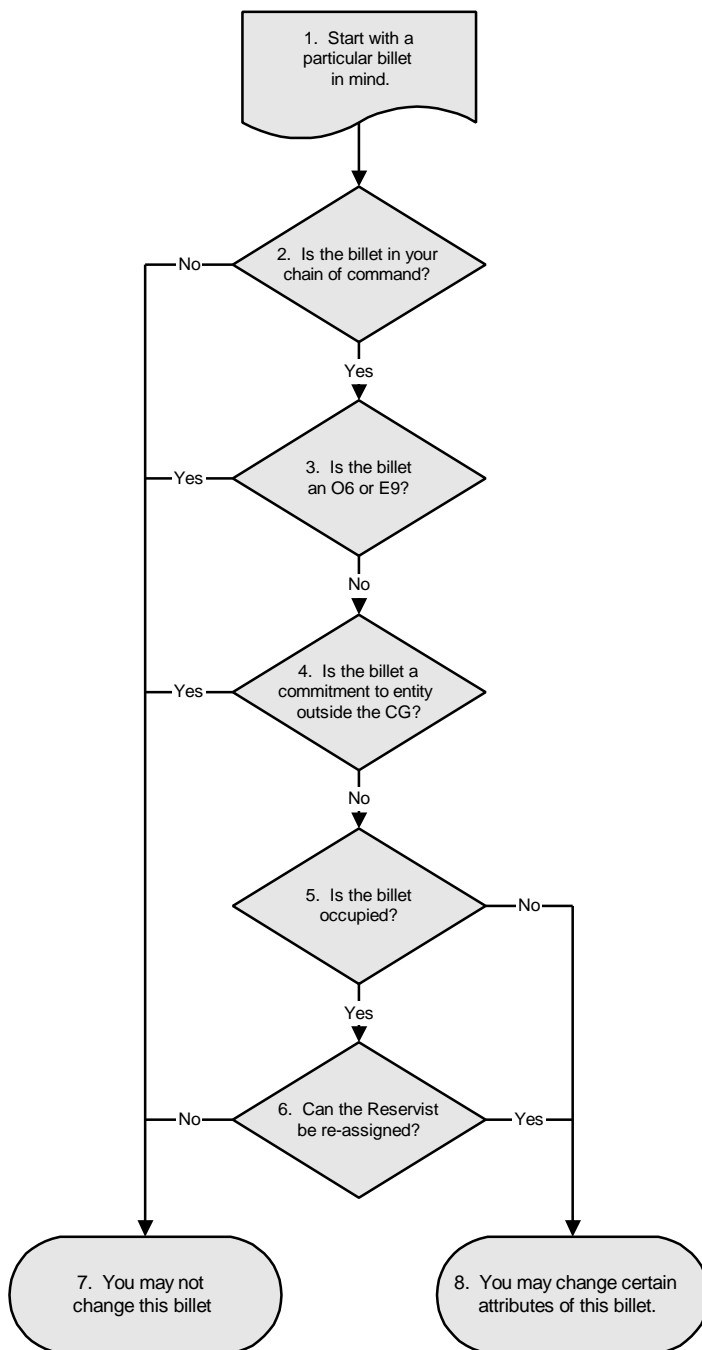
This flowchart is referenced by previous flow charts.

1. Start with a particular billet in mind.
2. Is the billet in your chain of command? Is the billet at your unit, or one of your subordinate units?
3. Is the billet an O6 or E9. If so, you may not make any changes to this billet. O6 and E9 changes are handled at COMDT level. (you should submit the request further up the chain of command as an RCR)
4. Is the billet at a unit that represents a Coast Guard commitment to an outside entity? For example: PSU's and TRANSCOM are commitments to the Department of Defense. Billets that represent commitments to non-CG entities can be changed via RCR to their Program Managers.
5. Is an individual already assigned to the billet? Only vacant billets can be changed.
6. Can the individual be re-assigned IAW with the RPAL INST Assignment Principles?
7. You are not authorized to change the billet. Return to the previous flowchart.
8. You may change:
 - Location of billet (atu and opfac)
 - Enlisted Qualification Codes
 - Pay Grades may be changed within the following limits:

Current Pay Grade	May be changed to:
E4	E5
E5	E4 or E6
E6	E5
E7	E8
E8	E7
O1	O2
O2	O1 or O3
O3	O2 or O4
O4	O3

Pay Grade changes not in the table above must be changed via RCR to COMDT. All Warrant billets are W4 and may be filled by any grade Warrant. Warrant grade changes are unnecessary.

(Areas, Districts and HQ Directorates may change the rating (enlisted), specialty (warrant officer) or Officer Billet Code (commissioned officer)).



SAMPLE RPAL CHANGE REQUEST

Small Boat Station Situation: An additional billet is desired to address an increased workload. An RPAL Change Request is sent up the chain of command as illustrated in the e-mail below.

(these e-mail samples are in Workstation 3 format, the same principles apply to Workstation 2)

New Message - Microsoft Exchange

File Edit View Insert Format Tools Compose Help

Arial 11

To: Group Commander

Cc:

Subject: //5320// BOAT STATION RPAL CHANGE REQUEST

5320
20 Mar 97

From: Officer In Charge, Boat Station
To: Commander, Coast Guard Group

Subj: RPAL CHANGE REQUEST (RCR)

Ref: (a) Phoncon btw BMC LEGARE (STA) / LT RUSH (ISC(pf)) of 01 Oct 1997

1. I request an additional RPAL billet as follows to support an increased work load:

a. Assignment Officer	01
b. ATU	99
c. OPFAC	12345
d. Unit Name	NESU
e. BCN	n/a
f. Pay Grade	E6
g. Rating	BM
h. Rank Abbreviation	BM1
i. Billet Title	none
j. Incumbency Issues	n/a

2. The mission requirements of Station X have increased significantly due to the opening of two large retirement communities nearby. Reports from LEIS show a 300% increase in recreation boating traffic in the past two years. As directed, we have increased our patrol activity accordingly, without a supporting increase in personnel.

3. An additional BM1 will be utilized as a Coxswain and Boarding Officer during the busy season, and for boat maintenance and training during the off season. The ability to concentrate the drill schedule during the busy season will maximize the productivity of the requested billet.

4. After consultation with ISC (pf) per reference (a), we have determined that a reserve billet is the best resource available to meet our added mission requirements, and that reprogramming one of our existing RPAL billets is not an option. Other resources such as TAD or additional active duty billets were considered but were ruled out.

5. Per reference (a), ISC (pf) states that the probability of fill for the requested billet is good in the immediate future, and is expected to improve even more over time.

//signature//
B. LEGARE

SAMPLE RPAL CHANGE NOTICE (RCN)

Group's Situation, Option 1: Group Z has received Station X RPAL Change Request. They explored the RPAL of all their units and found an BM1 billet at Station A that is under utilized because it is difficult to fill. (Station A is remote)

The Group details a billet transfer and forwards the information on as an RCN to the RPAL database manager.



5320
22 Mar 97

From: Commander, Coast Guard Group
To: Reserve Personnel Allowance List Manager

Subj: RPAL CHANGE NOTICE (RCN)

1. The billet requested by Station X per enclosure (1) is approved. Please make appropriate database entries to reprogram an existing RPAL billet within my AOR as follows:

	<u>From</u>	<u>Change To</u>
a. Assignment Officer	01	no change
b. ATU	99	no change
c. OPFAC	23456	12345
d. Unit Name	Station A	Station X
e. BCN	B00005	no change
f. Pay Grade	E6	no change
g. Rating	B	no change
h. Rank Abbreviation	BM1	no change
i. Billet Title	blank	no change
j. Incumbency Issues	vacant billet, no incumbency issues	

2. Station X's additional mission requirements noted in enclosure (1) are valid. The billet at Station A is equally as important, but is currently vacant and has an long history of being difficult to fill. Station X is a more efficient use of this billet. This change is made upon consultation with servicing (pf).

3. My point of contact is LT Hamilton at (202) 267-0623.

//signature//
A. B. GALLATIN

encl: (1) Station X e-mail RCR dated 20 Mar 97

(an enclosure in this context is executed by using the forward function of e-mail that includes the text of station X e-mail)

SAMPLE RPAL CHANGE REQUEST (RCR)

Group's Situation, Option 2: The Group Commander has received the RPAL Change Request. They validate the performance shortfall, and concur that an RPAL billet is an appropriate solution. They explore the RPAL of their subordinate units do not find any billets that could be reprogrammed.

The Group Commander validates the station's request and forwards it up the chain to the District Commander.



5320
22 Mar 97

From: Commander, Coast Guard Group
To: Commander, Coast Guard District

Subj: RPAL CHANGE REQUEST (RCR)

1. The RPAL Change Request in enclosure (1) below is forwarded, strongly recommending approval.

2. The additional Station X mission requirements noted in enclosure (1) are valid, and we concur that an RPAL billet is the best resource option available to Station X. We have explored the RPAL of all our subordinate units and could not find an offsetting billet to reprogram.

3. My point of contact is LCDR CAMPBELL at (202) 267-0623.

//signature//
C. THETIS

encl: (1) Station X e-mail RCR dated 20 Mar 97 (forwarded below)

(an enclosure is executed by using the forward function of e-mail that includes the text of the preceding e-mails)

Enclosure (3) to COMDTINST 5320.1

SAMPLE RPAL CHANGE REQUEST (RCR)

Note: the District has the option of forwarding to the Area as an RCR, but chooses to address the increased work load with resources other than reserve billets.



5320
22 Mar 97

From: District Commander
To: Group Commander

Subj: STATION X RPAL CHANGE REQUEST (RCR)

1. The RPAL Change Request in enclosure (1) will not be granted at this time since it is not in line with our patrol resource plan for the District.

2. The additional work load at Boat Station X is noted. However, we have chosen to address the increased law enforcement needs with resources other than the station. The Auxiliary has increased inspection activity in the area, this should have a positive impact on boating safety, and patrol boats have been directed to conduct law enforcement boardings more frequently during their transits through the area.

3. My point of contact is LCDR SPENCER at (202) 267-0623.

//signature//
H. LANE

encl: (1) GP Z forward of STA X, e-mail RCR dated 20 Mar 97

(an enclosure is executed by using the forward function of e-mail that includes the text of the preceding e-mails)

RESERVE PERSONNEL ASSIGNMENT PRINCIPLES

A concise discussion of the relationship between the RPAL and various personnel processes (accession, advancement, assignment, etc.) was published in the August, September, and October 1996 issues of *The Reservist Magazine*, in a series of columns titled *Team Coast Guard and the Reserve Program*. Back issues of *The Reservist* may be available from the External Affairs Division (G-WTR-2), USCG Headquarters, or may be accessed on the World Wide Web at the following URL addresses:

<http://www.dot.gov/dotinfo/uscg/hq/reserve/august96/stevew.htm>
<http://www.dot.gov/dotinfo/uscg/hq/reserve/september96/stevew.htm>
<http://www.dot.gov/dotinfo/uscg/hq/reserve/october96/teamcg.htm>

Members of the Selected Reserve (SELRES) are assigned to an IDT drilling status by Assignment Officers (AOs) located in the ISC(pf) for LANTAREA units, and in the District Office (officer) and ISC(pf) (enlisted) for PACAREA units. The general principle guiding assignments is to make the best match possible of available members to RPAL billets within the AO's area of responsibility (AOR).

Assigning SELRES members is a complex process—not administratively, but in terms of the many issues the AO must consider when making an assignment. The AO must balance issues related to demand, supply, and the flow of people over time. The assignment problem could be stated as follows:

1. A vacant billet exists; which person should fill it?

or

2. An unassigned person exists; which billet should he or she fill?

In both cases there must exist some *measure of fit* if the problem is to be solved logically. The degree of fit of the assignment of SELRES members to RPAL billets is measured by a computed *Quality of Match* (QOM). The QOM for the initial assignment of a person to a billet is measured by scales that answer the following questions:

- Is the person's specialty the same as the billet's specialty? Specialty is the rating (e.g., BM, PS, TC) for enlisted members, primary occupation code (EIC; e.g., 42 for port safety, 73 for readiness) for commissioned officers, and specialty (e.g., WEPS, ENG) for warrant officers. A match yields a score, no match yields no score.

- Is the person's grade the same as that of the billet? A perfect match (E-5 to E-5, O-3 to O-3, etc.) results in the maximum score; an inexact match (within the grade range of the billet) yields a lower score; no match yields no score.

- Does the person have the qualification code required by the billet? High score for a match, no score for no match. If the billet does not have a qualification code, then all members are considered a match.

- Does the person live within a reasonable commuting distance of the billet? Highest score for under 50 miles, lower score for 50-100 miles, no score for over 100 miles.

These four values are then weighted according to a policy established by G-WTR, and a computed QOM determined. This measure of fit is only one variable, though, in a much broader problem.

Unit commanders want people who are perfect matches with requirements, who are available when needed, who require little or no further training investment to be fully productive, and who have been at the unit long enough to "know how things work around here." The latter factor may include detailed

knowledge of local waterways, cultivating points of contact in the local response community, conditions or practices unique to the unit, and other attributes that can only be gained by experience or further training. In short, unit commanders want a good performer who is fully qualified, available whenever needed, who has been around long enough to have the needed experience, and who *will be around* long enough to allow the unit commander to be confident that the job will be done. Quite a tall order.

Individual SELRES members want to use their skills, to be compensated for using them, and rewarded for extraordinary effort and results. They want to feel that they are contributing to the success of the unit and the success of the Coast Guard. They want to know that when mobilized, they and their families will be OK, and their civilian jobs will be there when they return. They want the tools they need to do the best job they can, and the leadership to help them do that job. They also want to make their contribution with as little disruption to their “other life” as possible, and they may want to do it as close to their home as they can to reduce the time and cost wasted in transit.

People also want the opportunity to develop new skills, learn new things, and have that recognized through advancement and greater rewards. At the same time, the Coast Guard must be sure that it has the required level of talent, skill, and experience at senior levels—attributes that can only be gained by those who are *growing* in the Coast Guard. In other words, people need to develop their skills so that they will be eligible for increasing levels of responsibility in the future—not just doing today’s job, but preparing for tomorrow’s.

The AO must balance these needs in making assignment decisions, across multiple units and with many people, with the best interests of the Coast Guard in mind. Often these needs and wants conflict: unit commanders want people to stay in one job to maximize the productive return (stability), but they also need to be “growing” replacements for other jobs. Imagine the case of a person who stayed in a billet for 20 years, retired, and for whom no replacement had been prepared. People want to learn new skills, but learning is an investment with a future payoff—which may be seen as a short term cost by unit commanders oriented toward the short-term. Some jobs put members at greater risk of involuntary mobilization than others (e.g., Port Security Units), so some rotation scheme must be devised by the AO, who must take into account the constraint of reasonable commuting distance (implying a finite labor pool for a given billet or unit), since the service cannot pay a person to travel to a distant site for IDT.

No machine can consider and balance this many concerns, demands, and desires. AOs will soon have a tool to help them grapple with these variables, but it will only deal with the QOM issues discussed above; the Reserve Training Assignment Support System (RTASS) is designed to recommend the “best fit” of SELRES members to RPAL billets, both at the individual level and for larger aggregates (units across groups, groups and activities across districts, etc.). It is possible that by moving a few people around, a greater overall QOM could result, even though the QOM for a particular billet might go down. Computers are particularly good at this kind of computation, and this is what RTASS does for the AO.

But RTASS cannot consider the needs, availability, and desires for professional development expressed by members, nor can it deal with the risk to a unit’s mission accomplishment resulting from some particular situation or condition. The AO must be able to compare needs, wants, constraints, and conditions to come to a judgment about an assignment. Thus, there can be very few rules, since rules constrain our actions just as they guide them. Instead, the problem must be bounded by principles that can be compared with other principles, and results may be different in different places at different times. Solving the assignment problem means the AO must use his or her best professional judgment to balance a set of principles to accommodate a given situation. ***This is what optimization means***—to make the best decision for all concerned, in the short and long term, after balancing competing demands.

Such principles are based on past successes and failures—or experience. Since the Coast Guard has little experience assigning SELRES members to RPAL billets, it is reasonable to say that the principles are evolving as we gain experience. Thus far, the list below attempts to capture what we have learned and apply it to the assignment problem.

The first consideration in assignment should be the skill required. If a job requires some familiarity with welding, then anyone with the skill (i.e., a DC) would be better than anyone without the skill. Whether a DC3 or a DCCM, one can be fairly certain that the person will have some familiarity with welding. However, it is unlikely that an HS would. Thus, one would not assign an enlisted person to a billet that requires a different rating, nor a warrant officer to a billet of a different specialty. Officer assignments may be based more on grade and experience than a specific “specialty,” since officers are most often called upon to use management or leadership skill than a particular body of specialized knowledge.

It is better to leave a billet empty than to fill it with a person of inappropriate specialty. In the example above, the unit may be able to use an HS, but still needs the DC. If a DC cannot be assigned (none in a reasonable commuting distance, or all assigned to billets that the operational commanders agree are of higher priority given current conditions), and an extra HS is available, it may be reasonable to assign the HS to the unit in excess of billet authorization (overbillet) for HSs, and leave the DC billet empty so the accession and training systems will continue to see the vacancy and continue to try to fill it. To do anything else would result in hiding the vacancy, and the system would not be aimed at filling it.

People assigned to units (but not to billets) are at risk of reassignment to the IRR (non pay) if the AOR is at target strength. Thus, a member is always encouraged to seek out and fill RPAL billets within his or her specialty.

In general, a person need not be reassigned when promoted or advanced. A person who moves up in grade but who is within the grade range established for the billet is still eligible to fill that billet. Offsetting this might be a grade inversion (a person who is advanced to E-9 and who becomes senior to the Officer-in-Charge) that would require a reassignment for reasons related to good military order. Some members might be left in a billet even though they have exceeded the grade range of the billet if it is in the best interests of the unit, the member, other units, other members, and the senior operational commanders. On the other hand, commissioned officers should expect to be eligible for reassignment during the next assignment season if they no longer fit the billet as a result of a promotion. Similarly, officers promoting to a grade that is in surplus compared to billets will not automatically result in assignment to the IRR. Members surplus in one grade may be assigned to billets at the next lower grade, though this is less likely for those promoting to O-5 and O-6, where numbers are closely scrutinized. This principle recognizes that IDPL promotions are linked to ADPL promotions through the running mate system, and not directly to vacancies. The more senior, the fewer the billets, and the more complex the assignment issue (see **As members become more senior ...**).

In general, advancement and promotion are centralized while assignment is decentralized. This means that **advancement does not depend on a local vacancy, but on a national vacancy**. Situations may occur where a person is advanced based on a vacancy hundreds of miles away, and cannot fill the billet. On the other hand, there could be an empty billet at a unit where a person is next on the advancement list, but if there is a nationwide surplus at that grade, the person won't be advanced. Most enlisted ratings are large enough that this tends to balance out over time, but people in some small ratings may experience a chronic mismatch between people and billets, resulting in slow or turbulent advancements much of the time. Commissioned officers face the same problems, though not within a specialty since all officers of the same grade compete against each other when in zone regardless of specialty. Warrant officers promoting from one grade to another will not normally be reassigned, since all warrant billets are W-4 and considered to have a range of -2 (W-2 to W-4).

After considering the specialty, the AO would next consider grades and grade ranges. Most RPAL billets have a grade range of two or more grades. In general, assignment would be made to the lower end of the grade range in anticipation of the person advancing through the range while assigned to the same billet. This meets the unit's need for a stable and knowledgeable

force, and the member's need to drill in a location close to home. Some billets have no range, and should be filled at the indicated grade if at all possible. AOs negotiate directly with units, and in some cases the unit may assert that if the billet cannot be filled at the indicated grade, it should not be filled (though a person of the same specialty in another grade may be assigned to the unit over authorized billet strength if that is in the best interest of all concerned).

Contrast assignment with accession. **In general, members are brought into the SELRES to fill an RPAL billet.** Enlisted members are recruited or enter the SELRES from RELAD only when there is a vacant billet, or the expectation of a specific billet vacancy in the near future. There may be exceptions, but this is the principle. A similar principle applies to the commissioned officer corps: officers are RELAD into the SELRES to fill billets, or are brought in through the RRDC program where billets are anticipated over time. The same logic applies to initial appointment to the warrant corps. Although initial appointment *feels* like a promotion to those enlisted members who are selected, initial appointment to the warrant corps is just like initial enlistment or initial commissioning—accession to a workforce. Thus, initial appointments occur to fill vacant (or soon to be) RPAL billets. The unfortunate result is there are people who live in areas where there are no warrant billets for the specialty they are eligible for, and they will never be eligible for an appointment unless they move or are otherwise willing and able to drill somewhere else.

Initial assignments must consider the unit's capacity to train. A unit has a finite capacity to train, use, and manage reservists. Assigning too many in an overbillet status, or assigning too many people who require initial training, might overwhelm a unit. This is particularly true for RRDC officers and members enlisted as RKs who are assigned to units between recruit training and class A training. The RY program also creates a training burden, and too many members in these categories might stretch the unit's capacity to train while providing very little return on that investment in the short term.

After considering specialty and grade, the AO would next consider qualifications. RPAL billets may have a requirement for a specific qualification code (e.g., HT for VTS watchstander, KG for small boat engineer, EI for Boarding Officer). Absence of a code indicates only that the skills required are part of the general qualification for the specialty. *There is only one code for each RPAL billet.* This principle recognizes that with finite training time available, and limited opportunities to maintain currency in a skill, it is quite possible to "over-specify" a billet. Although a unit may need a Spanish speaking MK who is a boarding officer and a pollution investigator, the Reserve Training Program cannot guarantee such a person—it is beyond the normal capabilities of our systems to provide. Such a person may exist, and may be assigned to the unit/billet, but no purpose would be served in making it a requirement for assignment (the odds are against it). Beyond one qualification code, the unit is responsible for additional training or qualifications. The exception is weapons qualification (rifle, shotgun, or pistol), for which there is a separate field. If a billet has a weapons qualification code, a person without such a code may be assigned to the billet recognizing that training and qualification are required.

The next consideration would be the distance between a member's home and the billet (drill site). **The Coast Guard cannot, by policy, require a member involuntarily to drill (IDT) at a site beyond a Reasonable Commuting Distance (RCD)** (defined as 50 miles or 1 1/2 hour's drive; or 100 miles or 3 hour's drive where messing and berthing are available). The Coast Guard cannot pay a member to travel beyond for IDT. Thus, a person's assignment will normally be to a billet within a 50 or 100 mile radius of his or her home; and a billet will normally be filled by a person within a 50 or 100 mile radius of the unit location or drill site. This has complex implications for certain billets such as PSU billets, as discussed below.

As members become more senior, the opportunities for RPAL assignments within an RCD are increasingly scarce. Since the number of O-5/O-6 and E-8/E-9 in the SELRES is controlled, it is possible that if a person wants to continue to serve at the senior grades, he or she

may have to agree to drill beyond an RCD to continue to serve in the SELRES. This principle recognizes that the AO must meet the unit commander's needs. As the number of billets decreases with seniority, the need is more obvious and immediate.

Assignment to billets coded "site specific" are a high priority—usually deployable units—and the AO may have to assign members to these units involuntarily. The Port Security Units (PSUs) and Harbor Defense Commands (HDCs) are examples. Since these units represent direct commitments to DoD, they will be kept at full strength—which may be impractical with volunteers alone. Since the units will normally be filled by members within an RCD of the unit, it is likely that members living within an RCD will be assigned one or more times to these units. This implies that there will be some **minimum and maximum (involuntary) tour length** in order to promote equity of assignment to these units. This further implies that the assignment turbulence will be greater around these units, since every involuntary assignment with a fixed tour length will necessitate additional reassignments. Commanders of units around these deployable units can expect a higher turnover rate than they might desire. AOs will generate the appropriate policy considering local conditions (ISC Portsmouth uses a 5 year assignment to the PSU; ISC Cleveland uses a "specific time after meeting PQS requirements" policy which motivates early qualification). Other than assignments like these, there are no Program-imposed mandatory tour lengths.

Enlisted members who, for whatever reason, have received approval to change their rating (lateral) should be considered for assignment in the new rating. This applies to RELAD members who enter the SELRES in a rating for which there are no RPAL billets (MST, Aviation ratings, ST, etc.) who have agreed to lateral; to members who desire to lateral to improve their career opportunities; members who have enlisted in the SELRES in one rating for a billet in another rating, and members who, for any other reason, have been approved for a lateral. (The approval is signaled by an entry in the PMIS field RES_RATE_CD, the Training Rating Indicator).

STANDARD REPORTS AND AVAILABILITY

Units currently receive a Personnel Allowance Listing (Unit PAL Report) when changes are made to their PALs. In the future, that report will be modified to include RPAL billets.

In addition, each Assignment Officer uses a computer application to make assignments and update the RPAL. This application is the Reserve Training Assignment Support System (RTASS), operating in a SWS III environment. RTASS generates a number of billet, personnel, and manning reports; in the future, as technology allows, these reports will be automatically distributed to units electronically. In the meantime, the reports described herein may be requested from the ISC.

Billets

RTASS provides one report for billets. This is *Grade vs. Specialty* which displays the number of Billets by grade and specialty. Similar to the Grade vs. Specialty included in the People On Board category, this report provides the number of billets by specialty and includes totals for each specialty, grade, and a grand total.

USCG Reserve Training Assignment Support System (RTASS)

Billets: Grade vs. Specialty Report

<u>Specialty</u>	<u>Grade</u>	<u>01</u>	<u>02</u>	<u>03</u>	<u>04</u>	<u>05</u>	<u>.....</u>	<u>Total</u>
BM		0	0	3	7	2		18
QM		12	4	5	8	1		35
TT		1	1	6	0	0		11
....	
Total		18	8	21	18	7		65

Figure 1 Grade vs Specialty Report (Billets)

Manning and Fit

Manning and Fit reports provides you the means to review the assignments which have been made from different views. Reports include Billet Level Quality of Match (QOM), Unit Manning, Unit Manning Summary, Unit Manning Statistics, and Assignment Summary.

The *Billet Level QOM* displays information for an assignment including billet and Reservist data. In addition, QOM and date of assignment are included. The billet data include ATU, OPFAC, BCN, specialty, grade level, range, qualification category, and qualification code. Reservist information includes SSN, specialty, grade level, qualification category, and qualification code.

USCG Reserve Training Assignment Support System (RTASS)

Manning and Fit: Billet Level QOM Report

<u>Assignment</u>		<u>Billet</u>									<u>Person</u>			
<u>QOM</u>	<u>Date</u>	<u>BCN</u>	<u>ATU</u>	<u>OPFAC</u>	<u>Spec</u>	<u>GL</u>	<u>Range</u>	<u>Qual Cat</u>	<u>Qual</u>	<u>SSN</u>	<u>Special</u>	<u>GL</u>	<u>Qual Cat</u>	<u>Qual</u>
50	10/17/96	R000011	01	30205	100	05	+1 -1	OPS	HA	558771234	100	04	OP	
85	11/13/95	R002345	01	30205	110	04	+2 -0	CCC	CF	123458269	110	05		
43	10/24/96	R002641	01	71101	280	06	+1 -2	LANG	W	435891245	280	06		

Figure 2 Billet Level QOM Report

The **Unit Manning** displays manning information by unit. For each unit information includes ATU, OPFAC, Unit Name as well as reservist and billet information. Reservist information includes SSN, Rank, Rate, and OPFAC. Billet information includes BCN, Rank, Rate, OPFAC. Included in this report is the total number of people and total number of assignments. Unassigned (to billets) Reservists appear on the report with no matching billet information.

USCG Reserve Training Assignment Support System (RTASS)

Manning and Fit: Unit Manning Report

<u>ATU</u>	<u>OPFAC</u>	<u>SSN</u>	<u>Unit Name</u>	<u>Person</u>	<u>Name</u>	<u>BCN</u>	<u>Billet</u>	<u>Rate</u>	<u>OPF</u>
01	71101		CG DISTRICT ONE	Rank			Rank		
		123456789	YN2	Rate	Diane Freeman	R00140	YN1	360	7110
		432895431	QM2	110	Eric Greenwell				
		553789924	LCDR	000	Michael Sullivan	R03256	LCDR	000	7110

Figure 3 Unit Manning Report

The *Unit Manning Summary* report provides a roll-up of the number of billets and assignments by workforce for a specified unit. Totals are included.

USCG Reserve Training Assignment Support System (RTASS)								
Manning and Fit: Unit Manning Summary Report								
Unit Name	Billets				Assignments			
	E	O	W	Total	E	O	W	Total
CG GP LONG IS	77	9	1	97	65	5	0	90
CG GP WDS HOLE	36	7	4	67	36	7	4	67
CG STA NY	38	2	0	60	0	0	0	0
.....
Total:	171	19	9	194	121	15	7	122

Figure 4 Unit Manning Summary Report

The *Unit Manning Statistics* report provides a status of the assignments for a designated unit. This report includes number of billets, assignments, vacancies, and ratio for each unit for the designated filter. Totals are included.

USCG Reserve Training Assignment Support System (RTASS)					
Manning and Fit: Unit Manning Statistics Report					
Unit Name	Billets	Assignments	Vacancies	Ratio	
CG GP LONG ISLAND SOUND	87	70	17	0.8046	
CG GP WOODS HOLE	47	47	0	1.0000	
CG STA NEW YORK	40	0	40	0.0000	
.....
Grand Total:	194	117	77	.9123	

Figure 5 Unit Manning Statistics Report

The last report provided for the Manning and Fit report category is the *Assignment Summary* report. This report addresses the assignment status of a unit. For each unit, the report displays the number of RPAL billets, assignments, vacancies, percent filled, average time in unit, average time in billet, and average QOM. Totals are provided.

USCG Reserve Training Assignment Support System (RTASS)							
Manning and Fit: Assignment Summary Report							
<u>Billet</u>	<u>Average</u>				<u>Perc.</u>	<u>Time In Unit</u>	<u>Time In</u>
<u>Unit Name</u>	<u>Billets</u>	<u>Assignts</u>	<u>Vacncs</u>	<u>Filled</u>	<u>Avg (yr)</u>	<u>Avg (yr)</u>	<u>QOM</u>
CG GPLI	87	70	17	80.46	3.33	2.00	73
CG GP WDS HLE	47	47	0	100	6.00	4.08	89
CG STA NY	40	0	40	0.00	5.25	3.50	56
...
...
Grand Total:	176	107	57	90.23	4.86	3.19	218

Figure 6 Assignment Summary Report